



**PWYLLGOR DATBLYGU STRATEGOL A CHYFLENWI GWEITHREDOL
STRATEGIC DEVELOPMENT AND OPERATIONAL DELIVERY COMMITTEE**

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| DYDDIAD Y CYFARFOD: DATE OF MEETING: | 15 December 2021 |
| TEITL YR ADRODDIAD: TITLE OF REPORT: | A Regional Collaboration for Health (ARCH) Portfolio Update Report |
| CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR: | Lee Davies, Director of Strategic Development and Operational Planning |
| SWYDDOG ADRODD: REPORTING OFFICER: | Siôn Charles – Head of ARCH Strategy & Service Planning Sophie Marr – ARCH Senior Project/Business Manager |

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides an update on the activities of the ARCH Portfolio and the regional discussions held between Hywel Dda University Health Board (HDdUHB), Swansea Bay University Health Board (SBUHB) and Swansea University for the period October to December 2021.

Cefndir / Background

The primary issues discussed at the ARCH Regional Recovery Group (RRG) are summarised in this report.

Asesiad / Assessment

ARCH Regional Recovery Group (RRG) November 2021

Hyper Acute Stroke Unit (HASU) – The SBUHB and HDdUHB clinical and operational teams met to discuss the merits of developing a regional HASU(s). The group agreed to concentrate on their own services in the first instance and progress the SBUHB HASU before exploring the benefits of creating a regional HASU(s). The RRG endorsed the proposal to focus on development of the SBUHB HASU before development of regional plans. Regional workforce planning will be discussed and regional communications on HASU will continue with RRG.

Sexual Assault Referral Centre (SARC) – South West Wales Sexual Assault Delivery Group (SWW SADG) proposed to sit as part of the ARCH governance structure for decision making and issue resolution. RRG endorsed the proposal. The programme restarted this year, with the first Sexual Assault Services Assurance and Oversight Board meeting held recently in order to restart the governance structure. The Mid & West Wales Operational Group for SARC (Chaired by HDdUHB) have proposed SBUHB, HDdUHB and Powys join as a group and feed into the ARCH governance structure for decision making and issue resolution. The main issue currently is establishing Paediatric Hubs within the region. The proposal is to establish two hubs, at present one hub is established within HDdUHB but there is no SBUHB Hub yet due to gaps within the Paediatric Service in SBUHB. There are ongoing discussions with HDdUHB to

resolve issues with establishing an SBUHB Paediatric Hub and an update on progress will be provided to RRG in January 2022.

Regional Projects Responsibility and Decision Making – RRG discussed “Other Regional Projects” (such as Sexual Assault Referral Centre (SARC)) report to the RRG but are not part of the ARCH Project Management Office (PMO).

The SBUHB and HDdUHB Commissioning Group has been established and how it links with the RRG will need to be clarified.

As noted above it was agreed that Hyper Acute Stroke Unit would not be a regional project at this time. The ARCH PMO will continue to co-ordinate updates on HASU for the RRG to ensure that potential future regional opportunities are identified.

Further discussion on the role of the RRG in Integrated Medium Term Plans (IMTPs) is required. The role of the RRG is evolving and the work programme developing.

RRG agreed that Elective Orthopaedics and Endoscopy Services need inclusion in discussions, given the national endorsement. Lee Davies, Director of Strategic Development and Operational Planning (HDdUHB) and Siôn Charles, Head of ARCH Strategy and Service Planning (ARCH) took actions to scope the regional opportunities for Elective Orthopaedics and Endoscopy Services for consideration by RRG in January 2022.

An update on discussions regarding A Healthier Mid and West Wales will be provided to RRG in January 2022. ARCH will create and maintain a “running list” of Other Regional Projects for inclusion within the ARCH Governance Structure.

Cardiology Regional Services – Cardiology Regional Services Steering Group meetings have recently restarted. Clear priorities have been set and a work programme agreed. The proposal has been circulated to Regional Recovery and was discussed at the steering group on 18th November 2021. The proposal focuses on the Acute Coronary Syndrome (ACS) pathway and approaches to improving the current model including:

1. Reduce the median presentation to referral time to <24 hours.
2. Reinstate the Treat and Repatriation service.
3. Morriston Cardiac Centre adopt a 7 day working model for Non-ST-Elevation Acute Coronary Syndrome (NSTEAC) patients.
4. Additional resourcing.
5. Commission alternative transport provider.
6. The potential to develop own Percutaneous Coronary Intervention (PCI) Cath Lab in Hywel Dda University Health Board as part of the new hospital.

The two operational groups are working well with the support of ARCH to develop ways forward. Timelines need to be established for resolving longstanding issues. RRG endorsed the proposal and direction of travel for the service. Commissioning discussions will be held with Welsh Health Specialised Services Committee (WHSSC) and the Health Boards to consider the best approach for commissioning the whole pathway. An update on the delivery of the proposal will be provided at RRG in January 2022.

Eye Care

South West Wales (SWW) Glaucoma Service Business Case and Delivery – HDdUHB have now approved this Business Case.

SBUHB are discussing priorities for the Ophthalmology Service with the Planned Care Board along with agreeing investment for the future. Discussions were held at the Management Board on 17th November 2021 on whether workforce recruitment can progress and agree pump priming requirements from April 2022 onwards. SBUHB agreed that the SWW Glaucoma Service will be prioritised for funding from the recurring allocation of funding.

Immediate workforce recruitment/strategy requires agreement. Craigie Wilson (Deputy Chief Operating Officer, SBUHB) is optimistic with regards to recruitment into the Regional Glaucoma Consultant vacancy post. The remaining two regional Locum Glaucoma Consultants posts will be readvertised in December 2021.

The SWW Glaucoma Business Case will be included in regional IMTPs for next year. The Glaucoma waiting list projections and timelines included in the Business Case will be reforecast in light of delays to timelines. The impact on timescales will be assessed and any private sector requirements to support maintenance of timescales will be discussed. An update on progress will be provided to RRG in January 2022.

Regional Cataracts Business Case and Delivery – Key issues to progress are around the capital development to facilitate additional capacity and solutions to resolve workforce challenges. In terms of the capital schemes, end of March 2022 timescales have been agreed for Amman Valley and Singleton sites. The Regional Cataracts Business Case will be included in regional IMTPs for next year. The Cataracts waiting list projections and timelines included in the Business Case will be reforecast in light of delays to timelines. The impact on timescales will be assessed and any private sector requirements to support maintenance of timescales will be discussed. An update on progress will be provided to RRG in January 2022. Both Health Boards have identified the Regional Cataracts Business Case as a priority in the recurring allocation of funding.

Dermatology Regional Services – Recent progress has focused on workforce planning in terms of developments in training and education programmes within the Service. The work, including modelling, will be reflected in the Dermatology Regional Services Business Case which will be presented to ARCH Regional Recovery Group in February 2022. Good progress has been made in the development of regional teledermoscopy clinics, training programmes to develop a General Practice (GP) network, GP education programme, Consultant training programmes, and development of a Dermatology Artificial Intelligence application. There continues to be the issue of Consultant capacity to support training and supervision for the development programmes given the limited Consultant workforce across the region.

Neurological Conditions Regional Services

Functional Neurological Disorder (FND) Business Case – Recent updates have been made to the Business Case including applying a Value Based Healthcare (VBHC) approach. It is difficult to identify FND patients currently within the system and to demonstrate their impact on services. The Business Case will be presented to the Executive Directors across the region for endorsement and will then be brought back to RRG in January 2022 for decision. There is a national push to resolve the service on a local level as patients are often referred to services within England due to the absence of an FND service within Wales. FND has also been raised as a priority by the Neurological Conditions Implementation Group (NCIG).

The agreed model will deliver services within the Community and may include a hub and spoke model to include Powys Teaching Health Board (Powys THB) to enable access. Community Services will be set up between SBUHB and HDdUHB before the development of a commissioned service through WHSSC to support Powys THB. RRG will receive the Business Case in January 2022 and internal Health Board approval is scheduled by March 2022 and the Business Case will then be included in respective IMTPs for next year.

Regional Pathology Services - Discussions have been held on agreeing the preferred site location for the Pathology build. With regard to the Change Process, Welsh Government are supportive of the need for change and the technical costs, however there is debate around who should fund the operational change process. A meeting with Welsh Government on 26th November 2021 to move discussions forwards was positive. The SBUHB and HDdUHB endorsed going at risk to recruit a project manager with resource to support timescales. A

workshop was held on 29th November 2021 to look at the overview of the programme and the impact of the build on Pathology Services across the region. An update on proposed options and costs to accelerate timescales will be presented to RRG in January 2022.

South West Wales Cancer Centre (SWWCC) Services – Steering group meetings have recommenced over the summer. The scope originally included Systemic Anti-Cancer Therapy (SACT), Radiotherapy, Outpatients, and Acute Oncology but the scope has reduced to focusing on developing a regional model for Radiotherapy and Oncology-specific outpatient services.

SACT and Inpatient/Acute Oncology Service developments will be taken forward on a local basis by the respective Health Boards. The scope of the Programme Business Case (PBC) was originally agreed to cover the next 3-5 years, however it has now been proposed to expand the scope to 10 years to incorporate HDdUHB's plan to develop a Radiotherapy satellite scheme which is expected to require a <5 year + timeline. RRG agreed with the proposal to expand the scope to 10 years and focus on Regional Radiotherapy Services and Oncology-specific outpatient services as the elements of the PBC require regional development.

The PBC is still on track for completion by Quarter 4 (Q4) as updates have been added to the existing PBC and strategic case in time for inclusion in the respective Health Board's IMTPs. RRG suggested focusing on the here and now in terms of development of the Cancer Centre in Singleton, however this would require modelling which may not be complete in time for Q4 timelines and inclusion in IMTPs. Therefore to maintain timelines, demographic growth over the 10 year horizon will be built into the PBC in time for Q4 completion. Existing business cases in development (e.g. Prostate and Breast) will progress with the support of the SWWCC group and will go through internal mechanisms and form part IMTPs either next year or in Years 2 and 3 of the plan. An update will be provided to RRG in January 2022.

Argymhelliad / Recommendation

The Strategic Development and Operational Delivery Committee is asked to:

- Note the HDdUHB and SBUHB regional discussions and the ARCH Portfolio Summary Update.

| Amcanion: (rhaid cwblhau) Objectives: (must be completed) | |
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| Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor: | 2.3 Provide assurance to the Board that, wherever possible, University Health Board plans are aligned with partnership plans developed with Local Authorities, Universities, Collaborative, Alliances and other key partners, such as the Transformation Group who form part of A Regional Collaboration for Health (ARCH). |
| Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score: | Not Applicable |
| Safon(au) Gofal ac Iechyd: Health and Care Standard(s): | 2.1 Managing Risk and Promoting Health and Safety 3.3 Quality Improvement, Research and Innovation 7. Staff and Resources 7.1 Workforce |
| Amcanion Strategol y BIP: UHB Strategic Objectives: | 4. Improve the productivity and quality of our services using the principles of prudent health care and the opportunities to innovate and work with partners. 5. Deliver, as a minimum requirement, outcome and delivery framework work targets and specifically eliminate the need for unnecessary travel & waiting times, as well as return the organisation to a sound financial footing over the lifetime of this plan |
| Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report | 8. Transform our communities through collaboration with people, communities and partners |

| Gwybodaeth Ychwanegol: Further Information: | |
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| Ar sail tystiolaeth: Evidence Base: | Each element of ARCH is being developed against a series of evidence bases. |
| Rhestr Termiau: Glossary of Terms: | Included within the body of the report. |
| Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Datblygu Strategol a Chyflenwi Gweithredol: Parties / Committees consulted prior to Strategic Development and Operational Delivery Committee: | All items have been discussed within the ARCH programme structure. |

| Effaith: (rhaid cwblhau) Impact: (must be completed) | |
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| Ariannol / Gwerth am Arian: Financial / Service: | ARCH is funded by the three organisations which form the partnership. |

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| Ansawdd / Gofal Claf: Quality / Patient Care: | <p>The regional models of service will place the patient at its centre and work together with patients and citizens to co-produce healthier people and communities to deliver better outcomes that matter to people. ARCH partners will work with our population to develop local values, focused on the health of our communities. Working with the wider public and third sectors, the Health Boards will implement new regional service models based on the principle of care being provided closer to home. Expanding access through the development of new infrastructure and redeveloping and redefining the use of existing infrastructure will radically transform patient pathways across the region.</p> <p>ARCH will provide a significant contribution to:</p> <ol style="list-style-type: none"> 1. Addressing the chronic staff shortages for certain specialities/services and in doing so improve quality of care through meeting the correct standards of staffing and providing more consistent staffing. 2. Improving the efficiency with which services are delivered. 3. Increasing non NHS income through expanding research, clinical trials and other collaborative partnerships with industry. <p>Over time, reduce or stabilise the burden from chronic disease through prevention and public engagement with their health.</p> |
| Gweithlu: Workforce: | <p>ARCH will provide a significant contribution to addressing the chronic staff shortages identified across the Health Board; this will be achieved through:</p> <ol style="list-style-type: none"> i. Improving training numbers and retention ii. Where appropriate moving to regional delivery of certain service models <p>In doing so reducing the premium rate variable pay costs.</p> |
| Risg: Risk: | <p>The ARCH Board maintains a wide ranging risk register that is reviewed at every ARCH Board meeting and by the Delivery and Leadership Group of the ARCH Partnership (an Executive Level meeting at which all three partners are represented).</p> |
| Cyfreithiol: Legal: | <p>Not Applicable</p> |
| Enw Da: Reputational: | <p>Not Applicable</p> |
| Gyfrinachedd: Privacy: | <p>Not Applicable</p> |
| Cydraddoldeb: Equality: | <p>Equality Impact Assessments will be undertaken on each of the projects within the PDP as they are developed as an integral part of each business case</p> |